

## Terms of Reference

# Assessment of the Management Effectiveness of Marine Protected Areas in Lebanon

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*“Policy and Legislative Development for Mainstreaming the Sustainable Management  
of Marine and Coastal Ecosystems in Lebanon” Project*

*June 2018*

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## 1. Background Information

The marine and coastal biodiversity of Lebanon is severely degraded predominantly due to a lack of proper enforcement of rules and regulations related to the marine and coastal zone, combined with a lack of consolidated data and information on the marine and coastal biodiversity and limited awareness of the value and need for appropriate management amongst stakeholders.

The Lebanese coastline extends 220 km from Abdi in the North to Naqoura in the South along a north-south axis in the eastern Mediterranean. It is mainly a rocky shoreline with stretches of sand (20%) and pebbles inhabited by a variety of common and endangered species. This coastline includes 3 bays, several headlands and river mouths. Nearly 55% of the population lives on the coast and industrial, commercial and urban activities are concentrated on the water's edge. Within a 500m bandwidth urban areas occupy 40%, agriculture 41% and natural areas 19%.

The marine and coastal fauna and flora in Lebanon is considered Mediterranean with some sub-tropical elements. However, there are few published studies that document the ecosystem diversity and its components (fish, benthic communities, invertebrates, marine flora, sea avifauna, habitats). There are currently two officially declared coastal protected areas: Tyre Coastal Nature Reserve in the south and the Palm Islands Nature Reserve in the north.

Unfortunately, over the years, the marine and coastal ecosystem in Lebanon has been threatened by a multitude of factors that have caused the loss of species, the fragmentation or destruction of habitats: urban sprawl, industrialization, domestic wastes, tourist establishments, sand and pebble extraction, sand dredging, sea filling, water pollution, illegal and overfishing. Man-made embankments have destroyed several important biocenoses, which are vital environments for the spawning and feeding of several species of coastal and deep-sea fish. Dynamite fishing has also decimated fish stocks and further degraded some biocenoses (MoA/UNEP, 1996). These destructive activities are predominantly due to the lack of law enforcement capacity and the current overlap and conflict among existing legislation and institutional mandates. Moreover, most recently, the Lebanese coastline has been affected by a major oil spill that resulted from the Israeli bombing of Jiyeh power plant in July 2006.

On the other hand, new species are compensating the decline of local species in Lebanese fish markets (MOA/UNEP, 1996) and the settling of Indo-Pacific marine species in Lebanese and neighboring waters may be due to deep ecological disturbance, but there is a need for a proper and complete assessment. The rarity of baseline studies that document the ecosystem components, ecosystem services and characteristics as well as the series of harassments along the coast impede a proper evaluation and understanding of the short term, long term and cumulative impact of these ongoing changes. Moreover, the limited budget, the weak and overlapping institutional mandates and law texts, the absence of

political will and the limited expertise in marine ecosystems hinder the effective management of the marine ecosystems for the development of these resources as well as protection and conservation of biodiversity.

Since the mid-1990s, various methodologies have been developed for assessing PA management effectiveness (PAME). Most PAME approaches relate to the International Union for Conservation of Nature and World Commission on Protected Areas (IUCN WCPA) framework, which is based on the theory of change (ToC) and the logic model framework. With these frameworks, evaluators construct a model of reality, using pictures or words to understand the relationships among the resources they have to operate their programme, the activities they plan and the changes or results they hope to achieve. PAME evaluations also have affinity to the utilization-based evaluation approach, which focuses on improving management rather than on gathering data for its own sake. An important aspect of this philosophy is the recognition that the process of evaluation can itself bring about improvements in practice. PAME methodologies are therefore designed to capture information on management elements hypothesized to contribute to biodiversity outcomes.

IUCN is currently implementing the *"Policy and Legislative Development for Mainstreaming the Sustainable Management of Marine and Coastal Ecosystems in Lebanon"* project in partnership with the Lebanese Ministry of Environment and with the support of the GEF and UN Environment. The project aims to create an enabling integrated framework for coastal and marine biodiversity management and protection, and to mainstream marine and coastal biodiversity into national plans and coastal zone management plans, with particular focus on the impact of climate change on biodiversity. As such, it provides an opportunity to coordinate with past and new initiatives in the region to address gaps in assessments, and seek sustainable and economically viable policy and technological options for the protection of key marine and coastal biodiversity to be included in coastal zone management plans, Marine Protected Area (MPA) plans and integrated into national plans.

The present project is being implemented to address the above mentioned critical issues.

## **2. Objectives**

The objectives of the present terms of reference will be to carry out the action listed under the following activity of the "Policy and Legislative Development for Mainstreaming the Sustainable Management of Marine and Coastal Ecosystems in Lebanon" project:

"Assessment of the Management Effectiveness of the Marine Protected Areas in Lebanon".

The overarching objective of this consultancy is to train the management teams of the MPAs in Lebanon to use the Management Effectiveness Tracking Tool in order to measure MPAs performance and progress and to develop accordingly an operational manual to enhance their performance and effectiveness.

### **3. Scope of Work**

Under the supervision of the "Policy and Legislative Development for Mainstreaming the Sustainable Management of Marine and Coastal Ecosystems in Lebanon" project management unit at IUCN ROWA and the Head of the Department of Ecosystems at the Ministry of Environment, the consultant will provide the following services:

#### **1. Training of the MPAs management teams on using the Management Effectiveness Tracking Tool:**

The consultant(s) should conduct a five days training in a Marine Protected Areas in Lebanon for the MPAs management teams of Lebanon, to provide them with full guidance on how to use and fill the Management Effectiveness Tracking Tool. For this purpose the WWF Management Effectiveness Tracking Tool (METT) will be used, and all the participants will fill it under the guidance and supervision of the consultant(s). At the end of the training, a duly filled tool for each MPA will be submitted to the Ministry of Environment as an official assessment for each MPA.

#### **4.1 Submitting an assessment report of the status of each MPA:**

The consultant(s) will carry out a full analysis of the information provided in the filled Tracking Tool of each MPA, and will provide an assessment report on the capacity and weakness in each MPA covering –but not limited to- the following:

- The specific management weaknesses identified by each of the existing MPA
- The existing management planning and zoning of the existing MPAs
- The MPAs staff appropriate management skills for addressing impacts from both recreational activities (divers and nautical) and for local fisheries (commercial and sport);
- The MPA staff skills to facilitate stakeholder participation processes;
- The MPA staff monitoring and evaluation skills;
- The existing MPAs financial resources, infrastructure, equipment, etc.
- The MPA staff skills to address conflicts with user groups;
- The enforcement plans and enforcement chains;
- The existence of an appropriate and sustainable funding, and self-financing options

#### **3- Development of an Operational Manual for the enhancement of the management effectiveness tailored for each MPA**

Based on the result of the assessment of each MPA and the capacity of its Staff, the consultant is required to identify the best practical guidelines for each MPA to enhance their staff ability,

and respond to the existing identified gaps and needs at managerial level, infrastructure and equipment level, ecotourism level, research and monitoring level etc.

Those guidelines will be presented in a form of an “Operational Manual” for each MPA to be followed and applied by the relevant management team in order to enhance the management effectiveness of their MPA.

## 4. Activities:

### 4.1. Activity Requirements

The following expected outputs for each required activity are intended as guidelines. The consultant is expected to provide input on requirements based on his/her own knowledge and experience when carrying out the work as necessary.

### 4.2. Work Plan

<b>Assessment of the Management Effectiveness of Marine Protected Areas in Lebanon</b>				
Action point	Method	Output	Reporting beneficiary	Due date
Inception Report including the preliminary meeting with partners	Methodology, standards and procedures	1 Report	Report documented and submitted to IUCN ROWA	By July 15, 2018
Organize the training for MPAs management teams on the use of the WWF “Management Effectiveness Tracking Tool”	Officials, MPA managers and experts are trained on the use of the WWF “Management Effectiveness Tracking Tool”	1 Workshop	<ul style="list-style-type: none"> <li>- Workshop materials and list of participants’</li> <li>- Workshop report.</li> <li>- “Management Effectiveness Tracking Tool” fully completed for each MPA</li> </ul>	By July 30 2018
The consultant(s) will carry out a full analysis of the information provided in the filled Tracking Tool of each MPA, and will provide an assessment report on the		2 Reports	Assessment Report of each MPA documented and submitted to IUCN	By August 20, 2018

capacity and weakness in each MPA			ROWA	
Based on the result of the assessment of each MPA and the capacity of its Staff, the consultant will identify the best practical guidelines for each MPA to enhance their management effectiveness. Those guidelines will be presented in a form of an "Operational Manual" for each MPA to be followed and applied by the relevant management team.		2 Reports	An Operational Manual for enhancement the management effectiveness of each MPA documented and submitted to IUCN ROWA	By September 20, 2018
Final report	Reference guidance note developed and shared	1 Final Report	Final report on the whole activity documented and submitted to IUCN ROWA	By September 30, 2018

## 5. Deliverables

All written deliverables shall be delivered in one original hard copy, two hard copies and one electronic soft copy, preferably in Microsoft Word format, where applicable.

The following deliverables are requested:

- 1) One Inception Report, in which the consultant will highlight the methodology, standards and procedures of the assignment and in which s/he may propose for one time only an amendment to the scheduled deliverables.
- 2) One training workshop for MPAs management teams in Lebanon on the use of the WWF "Management Effectiveness Tracking Tool" and submission to IUCN-ROWA and MoE of the "Management Effectiveness Tracking Tool" dully filled for each MPA by the respective management teams.
- 3) Conduct analysis of the information provided in the "Management Effectiveness Tracking Tool" filled by the MPAs management team for each MPA and submit an assessment report on the current status of each MPA, highlighting its capacity and weakness at all levels.
- 4) Identify for each MPA the best practical guidelines to enhance their management effectiveness, based on the result of the assessment of each MPA and the capacity of its Staff,

and develop accordingly an “Operational Manual” for each MPA to be followed and applied by the relevant management team to enhance the management effectiveness of their MPA.

5) Final report summarizing the whole activity.

### **5.1. Deliverables validation modalities**

Provisional approval of submitted deliverables shall take place at each of the defined milestones shown in the Work Plan. The delivery schedule should be agreed with IUCN ROWA at the start of the project and confirmed before each milestone. It is expected that such approval shall not exceed ten working days from the notification of the completion of a specific milestone.

On submittal of the final deliverable (deliverable 5), the approval of work shall not exceed fifteen working days.

### **5.2. Delivery Schedule**

The expected overall duration for project completion is 78 days.

## **6. Roles and Responsibilities**

The "Policy and Legislative Development for Mainstreaming the Sustainable Management of Marine and Coastal Ecosystems in Lebanon" project Management Unit at IUCN ROWA and the Head of the Department of Ecosystems at the Ministry of Environment will be the responsible focal points for the Consultant, while the latter - in case of a firm, company or team of experts - will appoint a contact person to facilitate communication between the two parties.

**The "Policy and Legislative Development for Mainstreaming the Sustainable Management of Marine and Coastal Ecosystems in Lebanon" project Management Unit at IUCN ROWA and the Head of the Department of Ecosystems at the Ministry of Environment will:**

- Inform and keep their officials up-to-date on the project progress
- Ensure that all personnel concerned in the system are constantly informed of the project activities to secure their involvement and ownership during and after implementation
- Express the needs of the project on behalf of its various staff and with their cooperation
- Follow-up the project throughout its cycle
- Promptly address issues which may hinder or delay the progress of the project
- Arrange and facilitate meetings prior and during project implementation
- Receive project deliverables and prepare the project for any discussions, presentations or meetings that will cover the approval activities for deliverables of all implementation phases
- Assist the consultant in executing tasks in the best way



- Approve the deliverables, when completed and submitted.

**The Consultant**, in case of firm, company or a team of experts in addition to fulfilling the requirements specified in this document, is required to:

- Appoint a Team Leader who shall act as a primary counterpart with IUCN ROWA and MoE in all aspects of the project. The team leader shall provide objective high-level supervision of the mission on behalf of the Consultant and shall be responsible for project planning, follow-up and contingency planning
- Maintain an updated work schedule with adequate staffing to perform stated tasks
- Notify IUCN ROWA in writing, upon the successful completion of each milestone and provide all supporting documentation.

## 7. Language Requirements

All requested reports/deliverables shall be written in English and delivered in both hard and soft copies. However, training materials and sessions shall be made available/conducted both in Arabic and English.

## 8. Scope of cost proposal

The consultant will be paid through a lump sum amount which is all-costs inclusive. The payment will be split into three payments. All costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the contractor must be factored into the final amounts submitted in the financial proposal. Note that the contract price is fixed regardless of changes in the cost component.

## 9. Timing

The expected timeframe for the project is 3 months. This assignment will start on June 20, 2018 and the maximum deadline for its completion is September 20, 2018.

## 10. Submissions

### 10.1. Technical proposal

**For individual consultants:**

- a) Personal CV indicating all past experience in the field of Marine and Coastal Biodiversity conservation management and capacity building for MPA managers. Experience within the countries of Mediterranean basin is highly appraised. Communication skills, editorial tools,

database management and tech savvy. The contact details (email and telephone number) of the candidate and at least three (3) professional references.

b) Brief description of why the individual considers him/herself as the most suitable for the assignment, a methodological note, on how they will approach and complete the assignment, and a time schedule.

**For firms:**

a) The firm's references regarding similar studies.

b) The CV of the experts with their qualifications, experience/references; indicating all past experience in the field of Marine and Coastal Biodiversity conservation management and capacity building for MPA managers. Communication skills, editorial tools, database management and tech savvy.

c) A methodological note on how they will approach and complete the assignment and a time schedule.

## **10.2. Financial proposal**

Financial proposal in USD that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs.

The financial proposal (which concerns firms only) should also include the following administrative documents:

- A tax certificate, valid on the bid submission date, proving that the bidder has no outstanding tax obligations.
- A statement delivered by the social security body to which the provider is affiliated, stating that all dues have been paid and which is valid on the date of submission.
- A non-bankruptcy certificate valid on the bid submission date.
- A sworn statement that the bidder is in no situation that could in any way be incompatible with the mission or compromise independence in carrying out the mission.
- A sworn statement from each of the members of the work team, who are not staff members, confirming that they are willing to participate in the work team to carry out this mission.

Should any administrative documents be missing, the firm will be contacted to complete the bidding documents. If after a period of 10 days the documents are still not complete, the bid will be eliminated.

## **11. Monitoring, control and validation of the work**

The consultant will work under the supervision of IUCN ROWA and the Lebanese Ministry of Environment (monitoring committee). The service provider will submit a draft report for each of the phases. The service provider will hand in the final version 15 days after the monitoring committee has made its observations and comments on the draft report.

## **12. Deadlines and submission of proposals**

Proposals must be sent electronically to the following e-mail address: [westasia@iucn.org](mailto:westasia@iucn.org), before July 1, 2018, 23:59 CET.

E-mails should indicate clearly in their subject line the reference of this “TOR for Assessment of the Management Effectiveness of the Marine Protected Areas in Lebanon 2018”.

Only short listed candidates will be contacted

Proposals received after this deadline will not be considered.